



ANNUAL REPORT & FINANCIAL STATEMENTS

For The Year Ended
31 July 2017



BEDFORD COLLEGE CONSOLIDATED ACCOUNTS

(INCORPORATING BEDFORD COLLEGE SERVICES LTD AND BEDFORD COLLEGE PROFESSIONAL SERVICES LTD)

BEDFORD COLLEGE Report and Financial Statements

For the year ended 31 July 2017

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Key Management Personnel, Board of Governors and Professional Advisers

Key management personnel

Key management personnel are defined as members of the College Leadership Team and were represented by the following in 2016/17:

Ian Pryce - Principal and CEO; Accounting officer
Patricia Jones – Director of Finance
Georgina Ager - Vice Principal
Emma Lowe - Vice Principal
Michael Johnston - Vice Principal
Sarah Baxter – Director of Sales and Marketing
Lesley Ferguson – Director of Student Services (until February 2017)
Elizabeth Nash – Director of Organisational Development (from May 2017)

Board of Governors

A full list of Governors is given on page 13-17 of these financial statements.
Mrs Rachel Nicol acted as Clerk to the Corporation throughout the period.

Professional advisers

Financial statements auditors and reporting accountants

MHA MacIntyre Hudson
New Bridge Street House
30-34 New Bridge Street
London
EC4V 6BJ

Internal auditors

RSM Risk Assurance Services LLP
The Pinnacle
170 Midsummer Boulevard
Milton Keynes
Buckinghamshire
MK9 1BP

Bankers

Barclays Bank
111 High Street
Bedford
MK40 1NJ

Solicitors

Hewitsons LLP
Shakespeare House
42 Newmarket Road
Cambridge
CB5 8EP

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Strategic Report

Nature, Objectives and Strategies

The members present their report and the audited financial statements for the year ended 31 July 2017.

Legal Status

The Corporation was established under the Further and Higher Education Act 1992 for the purpose of conducting Bedford College. The College is an exempt charity for the purposes of Part 3 of the Charities Act 2011. The Corporation was incorporated as Bedford College.

The College has two wholly owned subsidiaries, Bedford College Services Ltd and Bedford College Professional Services Ltd (incorporated July 2009 and November 2015 respectively), the accounts of which are consolidated into this report.

Public Benefit

Bedford College is an exempt charity under the Part 3 of the Charities Act 2011 and following the Machinery of Government changes in July 2016 is regulated by the Secretary of State for Education. The members of the Governing Body, who are trustees of the charity, are disclosed on page 13 -15.

In setting and reviewing the College's strategic objectives, the Governing Body has had due regard for the Charity Commission's guidance on public benefit and particularly upon its supplementary guidance on the advancement of education. The guidance sets out the requirement that all organisations wishing to be recognised as charities must demonstrate, explicitly, that their aims are for the public benefit.

In delivering its aim, the College provides the following identifiable public benefits through the advancement of education:

- High-quality teaching
- Widening participation and tackling social exclusion
- Excellent employment record for students
- Strong student support systems
- Links with employers, industry and commerce
- Links with Local Enterprise Partnerships (LEPS)

Aim

The College's aim, as contained in its strategic plan, is to support the local and national economy, by promoting social inclusion and personal advancement, through the delivery of world class skills and education to the communities we serve.

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Strategic Report (continued)

Implementation of Strategic Plan

In June 2016 the College adopted a strategic plan for the period of 2016 – 2021. This strategic plan includes curriculum and financial plans and are reviewed and updated each year. The Corporation monitors the performance of the College against these plans.

The Corporation identified and agreed four key objectives for the Strategic plan:

- Educational Leadership
- Educational Sustainability
- Financial Sustainability
- High Quality provision

Educational Leadership

- to be perceived as an authority locally and within the sector on matters educational, not just further education
- to maintain our position as market leader by number of students locally on 16-18, apprenticeships, part-time provision and higher education
- to be perceived by local employers as highly responsive and an expert in work-based and work-related learning

Educational sustainability

- to maintain full-time 16-18 numbers of at least 3,000 over the plan period
- to grow The Bedford Sixth Form to 600 over the plan period
- to develop high quality, high level direct 14-16 provision in technical subjects for > 100 students by the end of the plan period
- to grow our higher education by 30% over the plan period
- to grow our non-subcontracted apprenticeship provision by 20%-30% over the plan period

Financial sustainability

- Maintain Outstanding financial health
- Surpluses of at least £1m by 2019
- to maintain capital investment at an average of at least £2.5m p.a. over the plan period
- to make like-for-like productivity improvements of at least 10% over the plan period
- to create new subsidiary companies that enable us to compete better with private competitors

High Quality provision

- to achieve key performance measures in the top 10% nationally by the end of the plan period
- to continue to raise the curriculum “centre of gravity” upwards during the plan period so more of our activity is at levels 3 and above
- to achieve key A Level performance table results that at least match the best local state schools by the end of the plan period
- to improve student outcomes in terms of employment and higher education, and progression to levels 3 and above, with < 7% unemployment levels overall
- to invest a minimum of 3% of income in staff development to ensure to support improvements in staff quality and staff productivity

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Strategic Report (continued)

Performance Indicators

The College assesses its financial objectives by monitoring 8 financial indicators. These indicators are measured regularly and discussed at Executive, the Resources Committee and the Corporation Board. These indicators are shown below and for year ended July 2017 they show that the College has performed well against the original plan. Those indicators shaded are used by the ESFA to judge the College's financial health.

KPI – Bedford College (excl. subsidiaries)	2016/17 Full Year Target £'000	2016/17 Outturn £'000	2016/17 Variance £'000
Income	£35,302	£36,063	£761
Surplus for the year	£415	£1,230	£815
Cash and cash equivalents	£7,582	£9,459	£1,877
Cash Days in hand	85 days	89 days	4 days
Staff costs as a % of income	60%	58%	2%
<i>EBITDA (Earnings before interest, tax, depreciation, Amortisation) as a % of income – education specific</i>	8.23%	9.17%	0.94%
<i>Adjusted Current Ratio</i>	1.52	1.40	(0.12)
<i>Borrowing as a % of Income</i>	3.18%	3.21%	(0.03%)

The College is required to complete the annual Finance Record for the Education and Skills Funding Agency (ESFA). The College is assessed by the ESFA as having an 'outstanding' financial health grading.

FINANCIAL POSITION

Financial results

The Group generated a surplus in the year of £1,371,000 (2015/16 - £1,032,000), with total income of £36,619,000, (2015/16 - £35,637,000).

There is significant reliance on the ESFA recurrent grants; in 2016-17 FE funding bodies provided 71% of the College's total income (in 2015-16 70%).

The Group has accumulated reserves of £33,147,000 (2015/16 - £32,178,000). Assets can be represented as tangible fixed assets of £45.2m (2015/16 - £43.9m) and current assets of £13.5m (2015/16 - £10.8m), within current assets the sum of cash, bank and investments is £9.5m (2015/16 £7.9m).

The College has two subsidiary companies, Bedford College Services Ltd (BCS Ltd) and Bedford College Professional Services LTD (BCPS Ltd). The principal activity of BCS Ltd is the supply of catering and venue services, whilst BCPS provides the supply of professional and administrative services. Any surpluses generated by the subsidiaries are transferred to the College under deed of covenant. In the current year, the surpluses generated were £140k for BCS Ltd and £nil for BCPS Ltd.

The financial performance of the College demonstrates strong financial planning and control within the organisation.

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Strategic Report (continued)

Cash flows and liquidity

Overall cash levels demonstrated a net inflow of £1.1m (2015/16 inflow of £0.5m).

During 2016/17 the College repaid £574k of capital towards the overall £3m loan, with the college continuing to benefit from the variable rate as a result of the low interest rates. Plus a further £11k was repaid towards a 4 year Salix loan of £43k initially drawn down in 2015/16.

Treasury policies and objectives

The College has a treasury management policy covering the management of the College's cash flows, its banking, money market transactions, the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

The College continues to repay a 5 year loan for £3m secured in 2013-14 in connection to the purchase of the freehold of Bedford Sixth Form. The borrowing was authorised by the Corporation and complies with the requirements of the financial memorandum and funding agreement.

Payment performance

The Late Payment of Commercial Debts (Interest) Act 1998, which came into force on 1 November 1998, requires Colleges, in the absence of agreement to the contrary, to make payments to suppliers within 30 days of either the provision of goods or services or the date on which the invoice was received. The target set by the Treasury for payment to suppliers within 30 days is 95 per cent. During the accounting period 1 August 2016 to 31 July 2017, the College paid 78% (2015/16 78%) of its invoices within 30 days. The College incurred no interest charges in respect of late payment for this period.

Reserves Policy

The College's Strategic Plan focuses on the continued development of quality for the organisation whilst maintaining outstanding financial health. Strong levels of financial reserves provides stability to support the College mission, programs, employment, and ongoing operations of the organisation, providing a source of internal funds for organisational priorities such as building repair and improvement, program opportunity, capacity building and responding to unforeseen difficulties. Our management of Reserves is guided by the preparation of a rolling 5 year financial plan to aid prediction of market and funding movements.

The College Group unrestricted reserves are £33m (2015/16 £32m).

CURRENT AND FUTURE DEVELOPMENT AND PERFORMANCE

Student numbers

In 2016/17 the College has delivered activity that has produced £25.5m in FE recurrent funding (2015/16 – £24.5m). The College has approximately 9,504 (2015/16 8,460) funded and 2,807 non-funded students (2015/16 2,538).

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Strategic Report (continued)

Student achievements

Students continue to prosper at the College. Overall success rates this year are expected to rise slightly and the College continues to work hard to ensure that student achievement is kept at the top of the College agenda and is confident in its abilities to maintain these high standards. Students' progression continues to increase with more students achieving level 3 qualifications and 43% (2015/16 46%) of leavers accessing higher education and 42% (2015/16 42%) accessing some form of paid employment.

Curriculum developments

The College has developed a wide range of apprenticeships and strong growth in apprenticeships has placed the College as the largest provider of apprenticeships in the area.

As a large provider of general further education the college has been successful in delivering a range of alternatively branded educational offers which meet the needs of the community. A key focus of the College is preparing students for the next stage of their lives, whether this be higher education or being work ready, with the raising of aspirations and student achievement being an important part of this activity. The College recognises that students have better opportunities when they achieve higher levels of study and progression routes are built in to ease students through to achieving higher level qualifications.

Teaching, learning and assessment continue to be a key focus for the College. There are increased opportunities to share good practice and resources between teaching staff across the Group as well as arrange for the appropriate CPD to be put in place.

Future developments

In August 2016 the Corporation agreed a new Strategic plan covering the period 2016-2021. The strategy focuses on quality over growth. As a result the College will prioritise the improvement of student outcomes including success, value added, point scores, progression and destinations. These priority areas will be routinely monitored by Executive and the Board.

In September 2017 Bedford College signed a new 40 year lease with the Shuttleworth Trust, this sees a £5m capital investment into the educational facilities over the next three years. An early in principle agreement in autumn 2016 meant the first part of the investment was delivered with the installation of a new livestock shelter. Following that the students will receive a state of the art Animal Sciences Building hosting the College's extensive range of domestic and exotic animal species and the students will benefit from immersive learning due to the creation of a South American biome, the first of its kind in an education establishment alongside science labs and classrooms.

At the Cauldwell campus we have initiated the construction of an Advanced Electrical Engineering and Design Centre. The South East Midlands Local Enterprise Partnership (SEMLEP) are co-funding the project, recognising the demand for higher level skills in engineering within the community. It is intended that the high level courses hosted within this building will further extend the College's expertise in this area. The College is expecting the number of higher level students in both Animal Sciences and Engineering to increase over the next three to four years.

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Strategic Report (continued)

The Area Review process was implemented by Central government following increasing concerns about the financial sustainability of FE Colleges and the worsening Ofsted outcomes across the country. The process was intended to create fewer, bigger and more resilient colleges to ensure educational and financial sustainability. Bedford College participated in wave 5 of the area review, initiated in December 2016. Recommendations from the review included the need for Tresham College to find a merger partner and following a transparent process involving the FE Commissioner and SEMLEP it selected Bedford College. The merger subsequently took place on the 1 August 2017 making Bedford College one of the largest FE providers in the Country.

RESOURCES

The college has a five year financial plan that demonstrates it can operate as a 'going concern' during the life of this plan. Furthermore the plan is intended to build further financial resilience into the organization enabling the College to maintain the status of Financially 'Outstanding' as confirmed by the Skills Funding Agency.

The College has various resources that it can deploy in pursuit of its strategic objectives including:

- £33m of net assets
- Employs 575 people (expressed as full time equivalents) of whom 390 are within teaching areas
- 3 freehold campuses and a number of leasehold sites that enable students to train in an industry specific environment
- A good reputation locally and nationally. Maintaining a quality brand is essential for the College's success at attracting students and external relationships.

PRINCIPAL RISKS AND UNCERTAINTIES

The College has undertaken further work during the year to develop and embed the system of internal control, including financial, operational and risk management which is designed to protect the College's learners, staff, assets and reputation.

Based on the strategic plan, the Executive operating as the Risk Management Group undertakes a comprehensive review of the risks to which the College is exposed. They identify systems and procedures, including specific preventable actions which should mitigate any potential impact on the College. The internal controls are then implemented and the subsequent year's appraisal will review their effectiveness and progress against risk mitigation actions. In addition to the annual review, the Risk Management Group will also consider any risks which may arise as a result of a new area of work being undertaken by the College.

Key risks are maintained at the College level within the Risk Register which is reviewed termly by the Audit Committee. The Risk Register identifies the key risks, the likelihood of those risks occurring, their potential impact on the College and the actions being taken to reduce and mitigate the risks. Risks are prioritised using a consistent scoring system. The Risk Register also includes those risks associated with the College following the merger.

The Internal Audit Programme reflects key risks drawn from the risk register and the furtherance of strategic aims identified in the Strategic Plan.

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Strategic Report (continued)

Outlined below is a description of the principal risks that may affect the College. Not all the risks are within the College's control. Other factors besides those listed below may also adversely affect the College.

- Risk of withdrawal of Collaborative Provision and Relationships
- Risk of not maintaining market leadership and market share
- Risk of loss or lack of funding body income
- Risk of losing staff and ability to recruit

This risks are mitigated in a number of ways:

- Diversification of funding derived through a number of direct and indirect contractual arrangements.
- By ensuring the College is rigorous in delivering high quality education and training.
- Considerable focus and investment is placed on maintaining and managing key relationships with the various funding bodies.
- Ensuring the College is focused on those priority sectors which will continue to benefit from public funding.
- Regular dialogue with funding bodies.
- The College undertakes an annual staff survey and responds accordingly and has a benefits package to deploy to attract new staff.

STAKEHOLDER RELATIONSHIPS

In line with other colleges and with universities, Bedford College has many stakeholders; it recognises the importance of these relationships and engages in regular communication. Stakeholders include:

- Students
- Education sector funding bodies
- Staff
- Local employers (with specific links)
- Local Authorities
- Government Offices / Local Enterprise Partnerships (LEPs)
- The local community
- Other FE institutions
- Trade unions
- Professional bodies

Equal opportunities

Bedford College is committed to the promotion and advancement of equality and diversity for its staff and students. We aim to provide a learning and working environment which values individuals equally and does not disadvantage anyone by discriminating on any grounds including age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, and sexual orientation. We actively promote the core values of British society and provide a range of opportunities within our study programmes, enrichment activities and college events to prepare our students for life and work in modern Britain.

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Strategic Report (continued)

The College's Equality and Diversity Policy is monitored and implemented on a planned basis, and is published on the College's intranet and website.

The College's Single Equality Scheme outlines the key priorities in terms of equality and diversity which are underpinned by the Single Equality Scheme Action Plan. The College Equality and Diversity Group, which is chaired by the Principal and has cross-college representation, is involved in the implementation and monitoring of the impact of the Single Equality Scheme Action Plan. The College publishes an Equality and Diversity Report annually to ensure compliance with all relevant equality legislation. The College undertakes equality impact assessments on its college-wide policies.

The College has implemented an Equality and Diversity training programme which is mandatory for all staff. Refresher training and updates are carried out on an ongoing basis.

Disability statement

Bedford College is a 'Positive about Disabled' employer and has committed to the principles and objectives of this standard. The College considers all employment applications from disabled persons, bearing in mind the aptitudes of the individuals concerned, and guarantees an interview to any disabled applicant who meets the essential criteria for the post. Where an existing employee becomes disabled, every effort is made to ensure that employment with the College continues.

The College employs specialists to support students with learning difficulties and/or disabilities, such as Autism Co-ordinator, Deaf and Hard of Hearing Co-ordinator, British Sign Language Communicators, and Student Support Assistants. Specialist equipment including assistive technology is available for use by students and staff.

Personal Tutors in each curriculum area deliver individual and group tutorials aimed to develop students' personal, social and employability skills, and provide support with a range of issues, for instance, when a student is transitioning. In-house counselling support is available to all students and staff. The enhancement programme supports students' personal development via health and wellbeing, staying safe and equality and diversity information and awareness.

Disclosure of information to auditors

The members who held office at the date of approval of this report confirm that, so far as they are each aware, there is no relevant audit information of which the College's auditors are unaware; and each member has taken all the steps that he or she ought to have taken to be aware of any relevant audit information and to establish that the College's auditors are aware of that information.

Approved by order of the members of the Corporation on 14 December 2017 and signed on its behalf by:



Roger Marriott
Chair

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Statement of Corporate Governance and Internal Control

The following statement is provided to enable readers of the annual report and accounts of the College to obtain a better understanding of its governance and legal structure. This statement covers the period from 1st August 2016 to 31st July 2017 and up to the date of approval of the annual report and financial statements.

The College endeavours to conduct its business:

- i. in accordance with the seven principles identified by the Committee on Standards in Public Life (selflessness, integrity, objectivity, accountability, openness, honesty and leadership);
- ii. in full accordance with the guidance to colleges from the Association of Colleges in The Code of Good Governance for English Colleges ("the Code"); and
- iii. having due regard to the UK Corporate Governance Code 2016 insofar as it is applicable to the further education sector.

The College is committed to exhibiting best practice in all aspects of corporate governance; in particular the College has adopted and complied with the Code. We have not adopted and therefore do not apply the UK Corporate Governance Code. However, we have reported on our Corporate Governance arrangements by drawing upon best practice available, including those aspects of the UK Corporate Governance Code we consider to be relevant to the further education sector and best practice.

In the opinion of the Governors, the College complies with all the provisions of the Code, and it has complied throughout the year ended 31 July 2017. The Governing Body recognises that, as a body entrusted with both public and private funds, it has a particular duty to observe the highest standards of corporate governance at all times. In carrying out its responsibilities, it took full account of The Code of Good Governance for English Colleges issued by the Association of Colleges in March 2015, which it formally adopted in December 2015.

The College is an exempt charity within the meaning of Part 3 of the Charities Act 2011. The Governors, who are also the Trustees for the purposes of the Charities Act 2011, confirm that they have had due regard for the Charity Commission's guidance on public benefit and that the required statements appear elsewhere in these financial statements.

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The Corporation

The members who served on the Corporation Board during the year and up to the date of signature of this report were as follows:

Name	Date of Appointment	Term of Office	Date of Retirement / Resignation	Status of Appointment	Committees Served	Attendance at meetings in 2016-17 ¹
Mrs L Hockey Chair	Re-appointed Nov 2014	4 years	31 July 2017	External	Resources Search & Governance Remuneration	100%
Mrs A Bartley-Smith	August 2017	4 years		External	Quality, Standards & Achievement	N/A
Mr S Briggs	Appointed Nov 2014	4 years		External	Quality, Standards & Achievement Audit	58%
Mr J Cirss	Appointed December 2016	1 year		Student	Quality, Standards & Achievement Resources	67%

¹ This reflects attendance at Board and Committee meetings but does not reflect attendance at additional events such as Awards Evenings. Attendance was impacted in the year by the increase in the number of Board meetings from 3 to 7 and by the requirement for a number of governors to attend Merger Steering Group meetings to facilitate the merger with Tresham College in addition to their planned commitments.

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Name	Date of Appointment	Term of Office	Date of Retirement / Resignation	Status of Appointment	Committees Served	Attendance at meetings in 2016-17
Mr A Cuddihy	Appointed August 2017	4 years		External	Audit	N/A
Mrs D Dankyi-Killick	Appointed August 2015	4 years	September 2016	External	Resources	0%
Ms C Daubney	Appointed August 2017	4 years		External	Resources	N/A
Ms J Dudeney	Re-appointed August 2016	2 years		Staff	Resources	64%
Mr A Ellis	Appointed August 2017	4 years		External	Audit	N/A
Mr J Frost	Re-appointed Nov 2014	4 years		External	Resources Search & Governance Remuneration	65%
Mr N Gray	Appointed August 2015	4 years		External	QSA	83%

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Name	Date of Appointment	Term of Office	Date of Retirement / Resignation	Status of Appointment	Committees Served	Attendance at meetings in 2016-17
Mr G Guilford	Appointed August 2017	4 years		External	Resources	N/A
Ms E Johnson	Appointed Nov 2013	4 years	22 May 2017	External	Resources	14%
Mr M Lawson	Appointed August 2016	4 years		External	Audit	100%
Mr J Marriott	Appointed Chair 1 August 2017	2 years		External	Quality, Standards and Achievement Search & Governance Remuneration Resources	94%
Mr S Miah	Re appointed in October 2015	To 31 July 2019		External	Resources Search & Governance Remuneration Quality, Standards & Achievement	94%

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Name	Date of Appointment	Term of Office	Date of Retirement / Resignation	Status of Appointment	Committees Served	Attendance at meetings in 2016-17
Mr I Pryce	Appointed December 1998	-		Accounting Officer	Resources Quality, Standards & Achievement	88%
Mr A Schofield	Appointed July 2014	4 years		External	Audit Quality, Standards & Achievement	93%
Mrs S Selwood	Appointed August 2015	4 year		External	Audit Quality, Standards & Achievement Search & Governance (part year) Remuneration	83%

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Name	Date of Appointment	Term of Office	Date of Retirement / Resignation	Status of Appointment	Committees Served	Attendance at meetings in 2016-17
Mr A Simmons	Re appointed July 2017	4 years		External	Audit Search & Governance Remuneration Resources	94%
Mr A Taylor	Appointed December 2016				N/A	33%
Mr C Whewell	Appointed August 2015	2 years		Staff	Quality, Standards & Achievement	58%
Mr S Wilson	August 2017	1 year		Staff		

Mrs R Nicol acts as Clerk to the Corporation

BEDFORD COLLEGE

Statement of Corporate Governance and Internal Control (continued)

It is the Corporation members' responsibility to bring independent judgement to bear on issues of strategy, performance, resources and standards of conduct.

The Corporation is provided with regular and timely information on the overall financial performance of the College together with other information such as performance against funding targets, proposed capital expenditure, quality matters and personnel-related matters such as health and safety and environmental issues. The Corporation meets at least once a term.

The Corporation conducts its business through a number of committees. Each committee has terms of reference, which have been approved by the Corporation. These committees are:

Audit
Resources
Quality, Standards and Achievement
Remuneration
Search and Governance

Full minutes of all meetings, except those deemed to be confidential by the Corporation, are available on the College's website at www.bedford.ac.uk or from the Clerk to the Corporation at:

Bedford College
Cauldwell Street
Bedford
MK42 9HA

The Clerk to the Corporation maintains a register of financial and personal interests of the governors. The register is available for inspection at the above address.

All governors are able to take independent professional advice in furtherance of their duties at the College's expense and have access to the Clerk to the Corporation, who is responsible to the Board for ensuring that all applicable procedures and regulations are complied with. The appointment, evaluation and removal of the Clerk are matters for the Corporation as a whole.

Formal agendas, papers and reports are supplied to governors in a timely manner, prior to Board meetings. Briefings are provided on an ad hoc basis.

The Corporation has a strong and independent non-executive element and no individual or group dominates its decision-making process. The Corporation considers that each of its non-executive members is independent of management and free from any business or other relationship which could materially interfere with the exercise of their independent judgement.

There is a clear division of responsibility in that the role of the Chair and Accounting Officer is separate.

Appointments to the Corporation

Any new appointments to the Corporation are a matter for the consideration of the Corporation as a whole. The Corporation has a search and governance committee, consisting of between six and seven members of the Corporation, which is responsible for the selection and nomination of any new external members for the Corporation's consideration. The Corporation is responsible for ensuring that appropriate training is provided as required.

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Statement of Corporate Governance and Internal Control (continued)

The Corporation monitors terms of office and succession planning. Following adoption of the AOC Code of Good Governance for English Colleges external members are initially appointed for a 4 year period with the potential for a re-appointment for a further 4 year period. The Corporation has committed to only extend terms of office beyond 8 years in exceptional circumstances.

Corporation Performance

The performance of the Corporation and its committees is considered annually to ensure continued improvement of the value added by this strategic support. As part of the Boards assessment of their performance the Board considers competency based questionnaires at intervals during an evaluation cycle agreed by the Board. These questionnaires are completed by members on the Board's performance against a number of criteria. The responses provide numerical scores based on members grading their level of agreement with a series of statements together with narrative feedback to facilitate improvements in the Board's function. A number of statements in the questionnaire centre on Ofsted priorities.

Members also complete narrative self- assessment questionnaires at agreed intervals on their own contribution as well as identifying training, performance and development needs.

Committees reflect on their performance and terms of reference each year with the Audit Committee completing a numerically scored questionnaire measuring their effectiveness against their terms of reference. During 2016-2017 a Resources Committee was established to combine the Finance and Estates and Human Resources Committees and a similar evaluation exercise against terms of reference was completed.

Appointments by the Corporation

The terms of reference of Bedford College Services (BCS) and Bedford College Professional Services (BCPS) provide for appointments to the relevant Boards to be approved by the Corporation.

Bedford College Academies Trusts is a Trust arrangement for schools of which Bedford College is a Member. The terms of reference of Bedford College Academies Trust Limited (BCAT Ltd) provide for appointments to the Board of BCAT Ltd to be approved by the Bedford College Corporation.

Remuneration Committee

Throughout the year ending 31 July 2017 the College's Remuneration Committee comprised five members of the Corporation. The Committee has delegated authority from the Corporation to determine the remuneration and terms and conditions of employment of the Accounting Officer and other senior post-holders and met twice during the year.

Details of remuneration for the year ended 31 July 2017 are set out in note 6 to the financial statements.

Audit Committee

The Audit Committee comprised 4 members of the Corporation (excluding the Accounting Officer and Chair). The Committee operates in accordance with written terms of reference approved by the Corporation.

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(INCORPORATING BEDFORD COLLEGE SERVICES LTD AND BEDFORD COLLEGE PROFESSIONAL SERVICES LTD)

Statement of Corporate Governance and Internal Control (continued)

The Audit Committee meets on a termly basis and provides a forum for reporting by the College's internal, reporting accountants and financial statements auditors, who have access to the Committee for independent discussion, without the presence of College management. The Committee also receives and considers reports from the main FE funding bodies as they affect the College's business.

The College's internal auditors review the systems of internal control, risk management controls and governance processes in accordance with an agreed plan of input and report their findings to management and the Audit Committee.

Management is responsible for the implementation of agreed audit recommendations and internal audit undertakes periodic follow-up reviews to ensure such recommendations have been implemented.

The Audit Committee also advises the Corporation on the appointment of internal and financial statement auditors and their remuneration for audit and non-audit work as well as reporting annually to the Corporation.

Internal control

Scope of responsibility

The Corporation is ultimately responsible for the College's system of internal control and for reviewing its effectiveness. However, such a system is designed to manage rather than eliminate the risk of failure to achieve business objectives, and can provide only reasonable and not absolute assurance against material misstatement or loss.

The Corporation has delegated the day-to-day responsibility to the Principal and Chief Executive, as Accounting Officer, for maintaining a sound system of internal control that supports the achievement of the College's policies, aims and objectives, whilst safeguarding the public funds and assets for which he is personally responsible, in accordance with the responsibilities assigned to him in the Financial Memorandum/Financial Agreement between Bedford College and the funding bodies. He is also responsible for reporting to the Corporation any material weaknesses or breakdowns in internal control.

The purpose of the system of internal control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of College policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in Bedford College for the year ended 31 July 2017 and up to the date of approval of the annual report and accounts.

Capacity to handle risk

The Corporation has reviewed the key risks to which the College is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Corporation is of the view that there is a formal ongoing process for identifying, evaluating and

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Statement of Corporate Governance and Internal Control (continued)

managing the College's significant risks that has been in place for the year ending 31 July 2017 and up to the date of approval of the annual report and accounts. This process is regularly reviewed by the Corporation.

The risk and control framework

The system of internal control is based on a framework of regular management information, administrative procedures including the segregation of duties, and a system of delegation and accountability. In particular, it includes:

- comprehensive budgeting systems with an annual budget, which is reviewed and agreed by the governing body
- regular reviews by the governing body of periodic and annual financial reports which indicate financial performance against forecasts
- setting targets to measure financial and other performance
- clearly defined capital investment control guidelines
- the adoption of formal project management disciplines, where appropriate.

Bedford College has an internal audit service, which operates in accordance with the requirements of the ESFA's Post 16 Audit Code of Practice. The work of the internal audit service is informed by an analysis of the risks to which the College is exposed, and annual internal audit plans are based on this analysis. The analysis of risks and the internal audit plans are endorsed by the Corporation on the recommendation of the audit committee. At minimum, annually, the Head of Internal Audit (HIA) provides the governing body with a report on internal audit activity in the College. The report includes the HIA's independent opinion on the adequacy and effectiveness of the College's system of risk management, controls and governance processes.

Review of effectiveness

As Accounting Officer, the Principal has responsibility for reviewing the effectiveness of the system of internal control. His review of the effectiveness of the system of internal control is informed by:

- the work of the internal auditors
- the work of the executive managers within the College who have responsibility for the development and maintenance of the internal control framework
- comments made by the College's financial statements and regularity auditors, in their management letters and other reports.

The Accounting Officer has been advised on the implications of the result of his review of the effectiveness of the system of internal control by the Audit Committee, which oversees the work of the internal auditor and other sources of assurance, and a plan to address weaknesses and ensure continuous improvement of the system is in place.

The senior management team receives reports setting out key performance and risk indicators and considers possible control issues brought to their attention by early warning mechanisms.

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Statement of Corporate Governance and Internal Control (continued)

The senior management team and the Audit Committee also receive regular reports from internal audit and other sources of assurance, which include recommendations for improvement. The Audit Committee's role in this area is confined to a high-level review of the arrangements for internal control. The Corporation's agenda includes a regular item for consideration of risk and control and receives reports thereon from the senior management team and the Audit Committee. The emphasis is on obtaining the relevant degree of assurance and not merely reporting by exception. At its December 2017 meeting, the Corporation carried out the annual assessment for the year ended 31 July 2017 by considering documentation from the senior management team and internal audit, and taking account of events since 31 July 2017.

Based on the advice of the Audit Committee and the Accounting Officer, the Corporation is of the opinion that the College has an adequate and effective framework for governance, risk management and control, and has fulfilled its statutory responsibility for *"the effective and efficient use of resources, the solvency of the institution and the body and the safeguarding of their assets"*.

Search and Governance Committee

The Search and Governance Committee consisted of 6 and 7 members throughout the year (excluding the Accounting Officer) and operates in accordance with the written terms of reference approved by the Corporation.

The Committee meets at least twice annually and is responsible for advising the Corporation on the appointment of external governors and on matters concerning the smooth running and best corporate governance of the Corporation such as the size of the Board, the Board's own rules and procedures, training for governors, evaluation of the Corporation and the appointment of office bearers.

Resources Committee

The Resources Committee consisted of between 5 and 7 members throughout the year (including the Accounting Officer) and operates in accordance with the written terms of reference approved by the Corporation.

The Committee meets at least termly and is responsible for monitoring the College's finance, accommodation and capital expenditure, advising the Board on solvency and the safeguarding of assets, approving capital expenditure, write offs (under delegated authority), people management and development policies and procedures; ensuring compliance with employment legislation and good practice and overseeing policies and work promoting the safety and well-being of staff.

Quality, Standards and Achievement Committee

The Quality, Standards and Achievement Committee consisted of 6 members during the year (including the Accounting Officer) and operates in accordance with the terms of reference approved by the Corporation.

The Committee meets at least once a term and is responsible for briefing the Board on the quality of education provision at the College, the student experience (including safeguarding and equality and diversity), and to have oversight of quality processes.

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(INCORPORATING BEDFORD COLLEGE SERVICES LTD AND BEDFORD COLLEGE PROFESSIONAL SERVICES LTD)

Statement of Corporate Governance and Internal Control (continued)

Going concern

After making appropriate enquiries, the Corporation considers that the College has adequate resources to continue in operational existence for the foreseeable future. For this reason, it continues to adopt the going concern basis in preparing the financial statements.

Approved by order of the members of the Corporation on 14 December 2017 and signed on its behalf by:

Signed



Roger Marriott
Chair

Signed



Ian Pryce
Accounting Officer

BEDFORD COLLEGE CONSOLIDATED ACCOUNTS

(INCORPORATING BEDFORD COLLEGE SERVICES LTD AND BEDFORD COLLEGE PROFESSIONAL SERVICES LTD)


Statement of College's Regularity, Propriety and Compliance

The Corporation has considered its responsibility to notify the Education and Skills Funding Agency of material irregularity, impropriety and non-compliance with terms and conditions of funding, under the College's financial memorandum. As part of our consideration we have had due regard to the requirements of the financial memorandum.

We confirm, on behalf of the Corporation, that after due enquiry, and to the best of our knowledge, we are able to identify any material irregular or improper use of funds by the College, or material non-compliance with the terms and conditions of funding under the College's financial memorandum.

We confirm that no instances of material irregularity, impropriety or funding non-compliance have been discovered to date. If any instances are identified after the date of this statement, these will be notified to the Education and Skills Funding Agency.

Signed



**Roger Marriott
Chair**

14 December 2017

Signed



**Ian Pryce
Accounting Officer**

14 December 2017

BEDFORD COLLEGE CONSOLIDATED ACCOUNTS

(INCORPORATING BEDFORD COLLEGE SERVICES LTD AND BEDFORD COLLEGE PROFESSIONAL SERVICES LTD)

Statement of Responsibilities of the Members of the Corporation

The members of the Corporation are required to present audited financial statements for each financial year. Within the terms and conditions of the College's financial memorandum/funding agreement with the ESFA, the Corporation, through its Accounting Officer, is required to prepare financial statements for each financial year in accordance with the 2015 Statement of Recommended Practice – Accounting for Further and Higher Education and with the Accounts Direction for 2016 to 2017 issued by the ESFA, and which give a true and fair view of the state of affairs of the College and the result for that year.

In preparing the financial statements, the Corporation is required to:

- select suitable accounting policies and apply them consistently
- make judgements and estimates that are reasonable and prudent
- state whether applicable Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare financial statements on the going concern basis, unless it is inappropriate to assume that the College will continue in operation.


The Corporation is also required to prepare a Strategic Report which describes what it is trying to do and how it is going about it, including the legal and administrative status of the College.

The Corporation is responsible for keeping proper accounting records which disclose with reasonable accuracy, at any time, the financial position of the College, and which enable it to ensure that the financial statements are prepared in accordance with the relevant legislation of incorporation and other relevant accounting standards. It is responsible for taking steps that are reasonably open to it in order to safeguard the assets of the College and to prevent and detect fraud and other irregularities.

The maintenance and integrity of the College website is the responsibility of the Corporation of the College; the work carried out by the auditors does not involve consideration of these matters and, accordingly, the auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the Corporation are responsible for ensuring that expenditure and income are applied for the purposes intended by Parliament and that the financial transactions conform to the authorities that govern them. In addition they are responsible for ensuring that funds from the ESFA are used only in accordance with the financial memorandum/funding agreement with the ESFA and any other conditions that may be prescribed from time to time. Members of the Corporation must ensure that there are appropriate financial and management controls in place in order to safeguard public and other funds and to ensure they are used properly. In addition, members of the Corporation are responsible for securing economical, efficient and effective management of the College's resources and expenditure, so that the benefits that should be derived from the application of public funds from the ESFA are not put at risk.

Approved by order of the members of the Corporation on 14 December 2017 and signed on its behalf by:



Roger Marriott
Chair

BEDFORD COLLEGE CONSOLIDATED ACCOUNTS

(INCORPORATING BEDFORD COLLEGE SERVICES LTD AND BEDFORD COLLEGE PROFESSIONAL SERVICES LTD)

Independent Auditor's Report to the Corporation of Bedford College Year ended 31 July 2017

Opinion

We have audited the financial statements of Bedford College for the year ended 31 July 2017 which comprise the Statement of Consolidated and College Comprehensive Income, the Statement of Consolidated and College Changes in Reserves, the Consolidated and College Balance Sheet, the Statement of Consolidated Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the Governors, as a body, in accordance with the College's Articles of Government. Our audit work has been undertaken so that we might state to the Governors, as a body, those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Governors, as a body, for our audit work, for this report, or for the opinions we have formed.

In our opinion, the financial statements:

- give a true and fair view of the state of the Group and College's affairs as at 31 July 2017 and of the surplus for the year then ended;
- have been properly prepared in accordance with the 2015 Statement of Recommended Practice – Accounting for Further and Higher Education.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the College in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Governors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Governors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the College's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

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Independent Auditor's Report to the Corporation of Bedford College Year ended 31 July 2017 (continued)

Other information

The Governors are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the College and its environment obtained in the course of the audit, we have not identified material misstatements in the members' report or operating and financial review or the statement of corporate governance and internal control.

We have nothing to report in respect of the following matters in relation to which the Post 16 Audit Code of Practice issued jointly by the Skills Funding Agency and the Education Funding Agency (March 2017) requires us to report to you if our opinion:

- adequate accounting records have not been kept; or
- the annual accounts are not in agreement with the accounting records; or
- we have not received all the information and explanations required for our audit.

Responsibilities of Governors

As explained more fully in the Governors' responsibilities statement, the Governors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Governors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Governors are responsible for assessing the College's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Governors either intend to liquidate the College or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the

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(INCORPORATING BEDFORD COLLEGE SERVICES LTD AND BEDFORD COLLEGE PROFESSIONAL SERVICES LTD)

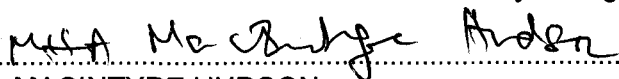
Independent Auditor's Report to the Corporation of Bedford College Year ended 31 July 2017 (continued)

economic decisions of users taken on the basis of these financial statements

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Governors.
- Conclude on the appropriateness of the Governors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the College's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the College to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



MHA MACINTYRE HUDSON
Chartered Accountants & Statutory Auditor
New Bridge Street House
30-34 New Bridge Street
London
EC4V 6BJ

Date..... 20-12-17

BEDFORD COLLEGE CONSOLIDATED ACCOUNTS

(INCORPORATING BEDFORD COLLEGE SERVICES LTD AND BEDFORD COLLEGE PROFESSIONAL SERVICES LTD)

Reporting Accountant's Assurance Report on Regularity to the Corporation of Bedford College and the Secretary of State for Education acting through the Department for Education ("the Department")

In accordance with the terms of our engagement letter and further to the requirements of the financial memorandum/funding agreement with the ESFA we have carried out an engagement to obtain limited assurance about whether anything has come to our attention that would suggest that in all material respects the expenditure disbursed and income received by Bedford College during the period 1 August 2016 to 31 July 2017 have not been applied to the purposes identified by Parliament and the financial transactions do not conform to the authorities which govern them.

The framework that has been applied is set out in the Post 16 Audit Code of Practice ("the Code") issued by the Department. In line with this framework, our work has specifically not considered income received from the main funding grants generated through the Individualised Learner Record returns, for which the Department has other assurance arrangements in place.

This report is made solely to the Corporation of Bedford College and Department in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to the Corporation of Bedford College and the Department those matters we are required to state in a report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Corporation of Bedford College and the Department for our work, for this report, or for the conclusion we have formed.

Respective responsibilities of Bedford College and the reporting accountant

The Corporation of Bedford College is responsible, under the requirements of the Further & Higher Education Act 1992, subsequent legislation and related regulations and guidance, for ensuring that expenditure disbursed and income received is applied for the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Our responsibilities for this engagement are established in the United Kingdom by our profession's ethical guidance and are to obtain limited assurance and report in accordance with our engagement letter and the requirements of the Code. We report to you whether anything has come to our attention in carrying out our work which suggests that in all material respects, expenditure disbursed and income received during the period 1 August 2016 to 31 July 2017 have not been applied to purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

Reporting accountant's assurance report on regularity

Our responsibilities for this engagement are to obtain limited assurance and report in accordance with our engagement letter and the requirements of the Joint Audit Code of Practice. We report to you whether anything has come to our attention in carrying out our work which suggests that, in all material respects, expenditure disbursed and income received during the year ended 31 July 2017 have not been applied for the purposes intended by Parliament or that the financial transactions do not conform to the authorities that govern them.

BEDFORD COLLEGE CONSOLIDATED ACCOUNTS

(INCORPORATING BEDFORD COLLEGE SERVICES LTD AND BEDFORD COLLEGE PROFESSIONAL SERVICES LTD)

Reporting Accountant's Assurance Report on Regularity to the Corporation of Bedford College and the Secretary of State for Education acting through the Department for Education ("the Department") (continued)

Basis of opinion

We conducted our engagement in accordance with the Code issued by the Department. We performed a limited assurance engagement as defined in that framework.

The objective of a limited assurance engagement is to perform such procedures as to obtain information and explanations in order to provide us with sufficient appropriate evidence to express a negative conclusion on regularity.

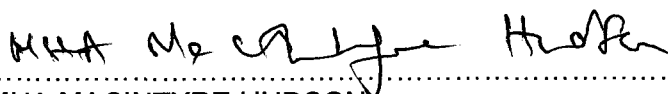
A limited assurance engagement is more limited in scope than a reasonable assurance engagement and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in a reasonable assurance engagement. Accordingly, we do not express a positive opinion.

Our engagement includes examination, on a test basis, of evidence relevant to the regularity of the College's income and expenditure. The work undertaken to draw our conclusion included:

- Reviewing the self-assessment questionnaire which supports the representations included in the Chair of Governors and Accounting Officer's statement on regularity, propriety and compliance with the relevant framework;
- Reviewing the Corporation minutes relevant to our consideration of regularity;
- Testing transactions with related parties;
- Testing a sample of payments to suppliers and a sample of payroll payments to staff.

Opinion

In the course of our work, nothing has come to our attention which suggests that in all material respects the expenditure disbursed and income received during the year 1 August 2016 to 31 July 2017 have not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.



MHA MACINTYRE HUDSON
Chartered Accountants & Statutory Auditor
New Bridge Street House
30-34 New Bridge Street
London
EC4V 6BJ

Date..... 20 - 12 - 17

BEDFORD COLLEGE CONSOLIDATED ACCOUNTS

(INCORPORATING BEDFORD COLLEGE SERVICES LTD AND BEDFORD COLLEGE PROFESSIONAL SERVICES LTD)

Consolidated Statements of Comprehensive Income

	Notes	Year ended 31 July		Year ended 31 July	
		2017 Group £'000	2017 College £'000	2016 Group £'000	2016 College £'000
INCOME					
Funding body grants	2	26,688	26,688	25,761	25,761
Tuition fees and education contracts	3	7,603	7,603	7,246	7,246
Other income	4	2,307	1,751	2,595	1,945
Endowment and investment income	5	21	21	35	35
Total income		36,619	36,063	35,637	34,987
EXPENDITURE					
Staff costs	6	21,594	21,058	21,288	20,694
Other operating expenses	7	11,186	11,317	10,670	10,756
Depreciation	12	2,103	2,093	2,128	2,114
Interest and other finance costs	8	194	194	415	415
Total expenditure		35,077	34,662	34,501	33,979
(Deficit)/surplus before other gains and losses		1,542	1,401	1,136	1,008
Loss on disposal of assets	11&12	(171)	(171)	(104)	(101)
(Deficit)/surplus before tax		1,371	1,230	1,032	907
Taxation	9	-	-	-	-
(Deficit)/surplus for the year	10	1,371	1,230	1,032	907
Unrealised surplus on revaluation of assets		-	-	-	-
Actuarial loss in respect of pensions schemes		(402)	(402)	4,641	4,641
Total Comprehensive Income for the year		969	828	5,673	5,548

BEDFORD COLLEGE CONSOLIDATED ACCOUNTS

(INCORPORATING BEDFORD COLLEGE SERVICES LTD AND BEDFORD COLLEGE PROFESSIONAL SERVICES LTD)

Consolidated and College Statement of Changes in Reserves

	Income and Expenditure account	Revaluation reserve	Total
	£'000	£'000	£'000
Group			
Balance at 31st July 2015	10,893	15,612	26,505
Surplus/(deficit) from the income and expenditure account	1,032	-	1,032
Other comprehensive income	4,641	-	4,641
Transfers between revaluation and income and expenditure reserves	163	(163)	-
Balance at 31st July 2016	16,729	15,449	32,178
Surplus/(deficit) from the income and expenditure account	1,371	-	1,371
Other comprehensive income	(402)	-	(402)
Transfers between revaluation and income and expenditure reserves	163	(163)	-
Total comprehensive income for the year	1,132	(163)	969
Balance at 31st July 2017	17,861	15,286	33,147

BEDFORD COLLEGE CONSOLIDATED ACCOUNTS

(INCORPORATING BEDFORD COLLEGE SERVICES LTD AND BEDFORD COLLEGE PROFESSIONAL SERVICES LTD)

Consolidated and College Statement of Changes in Reserves (continued)

College

Balance at 31st July 2015	11,056	15,612	26,668
Surplus/(deficit) from the income and expenditure account	907	-	907
Other comprehensive income	4,641	-	4,641
Transfers between revaluation and income and expenditure reserves	163	(163)	-
Balance at 31st July 2016	16,767	15,449	32,216
Surplus/(deficit) from the income and expenditure account	1,230	-	1,230
Other comprehensive income	(402)	-	(402)
Transfers between revaluation and income and expenditure reserves	163	(163)	-
Total comprehensive income for the year	991	(163)	828
Balance at 31st July 2017	17,758	15,286	33,044

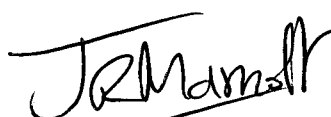
BEDFORD COLLEGE CONSOLIDATED ACCOUNTS

(INCORPORATING BEDFORD COLLEGE SERVICES LTD AND BEDFORD COLLEGE PROFESSIONAL SERVICES LTD)

Balance sheets as at 31 July

	Notes	Group	College	Group	College
		2017 £'000	2017 £'000	2016 £'000	2016 £'000
Fixed assets					
Intangible assets	11	177	177	337	337
Tangible fixed assets	12	45,009	44,971	43,625	43,590
		45,186	45,148	43,962	43,927
Current assets					
Stocks		166	158	142	137
Trade and other receivables	14	3,786	3,772	2,735	2,745
Investments	15	6,005	6,005	5,506	5,506
Cash and cash equivalents	25	3,528	3,454	2,389	2,333
		13,485	13,389	10,772	10,721
Less: Creditors – amounts falling due within one year	16	(10,250)	(10,219)	(7,985)	(7,861)
Net current assets		3,235	3,170	2,787	2,860
Total assets less current liabilities		48,421	48,318	46,749	46,787
Less: Creditors – amounts falling due after more than one year	17	(8,602)	(8,602)	(8,581)	(8,581)
Provisions					
Defined benefit obligations	19	(6,672)	(6,672)	(5,990)	(5,990)
Total net assets		33,147	33,044	32,178	32,216
Unrestricted reserves					
Income and expenditure account		17,861	17,758	16,729	16,767
Revaluation reserve		15,286	15,286	15,449	15,449
Total unrestricted reserves		33,147	33,044	32,178	32,216

The financial statements on pages 31 to 60 were approved and authorised for issue by the Corporation on 14 December 2017 and were signed on its behalf on that date by:



Roger Marriott
Chair
14 December 2017



Ian Pryce
Accounting Officer
14 December 2017

BEDFORD COLLEGE CONSOLIDATED ACCOUNTS

(INCORPORATING BEDFORD COLLEGE SERVICES LTD AND BEDFORD COLLEGE PROFESSIONAL SERVICES LTD)

Consolidated Statement of Cash Flows

	Notes	2017 £'000	2016 £'000
Cash inflow from operating activities			
Surplus/(deficit) for the year	10	1,371	1,032
Adjustment for non-cash items			
Depreciation	12	2,103	2,128
(Increase)/decrease in stocks		(24)	50
(Increase)/decrease in debtors	14	(1,051)	(540)
Increase/(decrease) in creditors	16 & 17	2,871	878
Pensions costs less contributions payable		123	267
Pension interest costs	8	157	365
Adjustment for investing or financing activities			
Investment income	5	(21)	(35)
Interest payable	8	37	50
Loss on sale of fixed assets	11 & 12	171	104
		<u>5,737</u>	<u>4,299</u>
Net cash flow from operating activities			
Cash flows from investing activities			
Proceeds from sale of fixed assets	11 & 12	-	6
Investment income	5	21	35
New deposits	15	(499)	(1,500)
Payments made to acquire fixed assets	12	(3,498)	(1,782)
		<u>(3,976)</u>	<u>(3,241)</u>
Cash flows from financing activities			
Interest paid	8	(37)	(50)
Repayments of amounts borrowed	16 & 17	(585)	(552)
		<u>(622)</u>	<u>(602)</u>
Increase / (decrease) in cash and cash equivalents in the year			
		<u>1,139</u>	<u>456</u>
Cash and cash equivalents at beginning of the year	25	2,389	1,933
Cash and cash equivalents at end of the year	25	3,528	2,389

BEDFORD COLLEGE CONSOLIDATED ACCOUNTS

(INCORPORATING BEDFORD COLLEGE SERVICES LTD AND BEDFORD COLLEGE PROFESSIONAL SERVICES LTD)

Notes to the Accounts

1 Statement of accounting Policies and estimation techniques

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the financial statements.

Basis of preparation

These financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting for Further and Higher Education 2015 (the 2015 FE HE SORP), the College Accounts Direction for 2016 to 2017 and in accordance with Financial Reporting Standard 102 – “The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland” (FRS 102). The College is a public benefit entity and has therefore applied the relevant public benefit requirements of FRS 102.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the College's accounting policies.

Basis of accounting

The financial statements are prepared in accordance with the historical cost convention as modified by the use of previous valuations as deemed cost at transition for certain non-current assets.

Basis of consolidation

The consolidated financial statements include the College and its subsidiaries, Bedford College Services Limited and Bedford College Professional Services Ltd. The results of subsidiaries acquired during the period are included in the consolidated income and expenditure account from the date of acquisition. Intra-group sales and profits are eliminated fully on consolidation. All financial statements are made up to 31 July 2017.

Going concern

The activities of the College, together with the factors likely to affect its future development and performance are set out in the Operating and Financial Review. The financial position of the College, its cash flow, liquidity and borrowings are described in the Financial Statements and accompanying Notes.

The College currently has £1.117m of loans outstanding, £1,090m with bankers on terms negotiated in 2014 and £27k for a new SALIX entered into during 2015-16.

The College's forecasts and financial projections indicate that it will be able to operate within this existing facility and covenants for the foreseeable future. Accordingly the College has a reasonable expectation that it has adequate resources to continue in operational existence for the foreseeable future, and for this reason will continue to adopt the going concern basis in the preparation of its Financial Statements.

BEDFORD COLLEGE CONSOLIDATED ACCOUNTS

(INCORPORATING BEDFORD COLLEGE SERVICES LTD AND BEDFORD COLLEGE PROFESSIONAL SERVICES LTD)

Notes to the Accounts (continued)

1 Accounting policies (continued)

Recognition of income

Revenue grant funding

Government revenue grants include funding body recurrent grants and other grants and are accounted for under the accrual model as permitted by FRS 102. Funding body recurrent grants are measured in line with best estimates for the period of what is receivable and depend on the particular income stream involved. Any under achievement for the Adult Education Budget is adjusted for and reflected in the level of recurrent grant recognised in the income and expenditure account. The final grant income is normally determined with the conclusion of the year end reconciliation process with the funding body following the year end, and the results of any funding audits. 16-18 learner-responsive funding is not normally subject to reconciliation and is therefore not subject to contract adjustments.

The recurrent grant from HEFCE represents the funding allocations attributable to the current financial year and is credited direct to the Statement of Comprehensive Income.

Where part of a government grant is deferred, the deferred element is recognised as deferred income within creditors and allocated between creditors due within one year and creditors due after more than one year as appropriate.

Grants (including research grants) from non-government sources are recognised in income when the College is entitled to the income and performance related conditions have been met. Income received in advance of performance related conditions being met is recognised as deferred income within creditors on the balance sheet and released to income as the conditions are met.

Capital grant funding

Capital grants are capitalised, held as deferred income and recognised in income over the expected useful life of the asset, under the accrual model. Income received in advance of performance related conditions being met is recognised as deferred income within creditors on the Balance Sheet and released as conditions are met.

Fee income

Income from tuition fees is stated gross of any expenditure which is not a discount and is recognised in the period for which it is received.

Investment income

All income from short-term deposits is credited to the income and expenditure account in the period in which it is earned on a receivable basis.

BEDFORD COLLEGE CONSOLIDATED ACCOUNTS

(INCORPORATING BEDFORD COLLEGE SERVICES LTD AND BEDFORD COLLEGE PROFESSIONAL SERVICES LTD)

Notes to the Accounts (continued)

1 Accounting policies (continued)

Agency arrangements

The College acts as an agent in the collection and payment of discretionary support funds. Related payments received from the funding bodies and subsequent disbursements to students are excluded from the Income and Expenditure account and are shown separately in Note 23, except for the 5 per cent of the grant received which is available to the College to cover administration costs relating to the grant.

Accounting for post-employment benefits

Post-employment benefits to employees of the College are principally provided by the Teachers' Pension Scheme (TPS) and the Local Government Pension Scheme (LGPS). These are defined benefit plans, which are externally funded and contracted out of the State Second Pension.

Teachers' Pension Scheme

The TPS is an unfunded scheme. Contributions to the TPS are calculated so as to spread the cost of pensions over employees' working lives with the College in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by qualified actuaries on the basis of valuations using a prospective benefit method.

The TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution plan and the contributions recognised as an expense in the income statement in the periods during which services are rendered by employees.

Bedfordshire Local Government Pension Scheme (LGPS)

The LGPS is a funded scheme. The assets of the LGPS are measured using closing fair values. LGPS liabilities are measured using the projected unit credit method and discounted at the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. The amounts charged to operating surplus are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred.

Net interest on the net defined benefit liability/asset is also recognised in the Statement of Comprehensive Income and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in interest and other finance costs.

Actuarial gains and losses are recognised immediately in actuarial gains and losses.

BEDFORD COLLEGE CONSOLIDATED ACCOUNTS

(INCORPORATING BEDFORD COLLEGE SERVICES LTD AND BEDFORD COLLEGE PROFESSIONAL SERVICES LTD)

Notes to the Accounts (continued)

1 Accounting policies (continued)

Short term Employment benefits

Short term employment benefits such as salaries and compensated absences (holiday pay) are recognised as an expense in the year in which the employees render service to the College. Any unused benefits are accrued and measured as the additional amount the College expects to pay as a result of the unused entitlement.

Intangible fixed assets

The asset goodwill is amortised over 10 years being its established useful economic life. A review for impairment of intangible fixed asset is carried out annually to consider if events or changes in circumstances indicate that the carrying amount of any such asset may not be recoverable.

Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation and accumulated impairment losses. Certain items of fixed assets that had been revalued to fair value on or prior to the date of transition to the 2015 FE HE SORP, are measured on the basis of deemed cost, being the revalued amount at the date of that revaluation.

Where parts of a fixed asset have different useful lives, they are accounted for as separate items of fixed assets.

Land and buildings

Land and buildings inherited from the local education authority are stated in the balance sheet at valuation on the basis of depreciated replacement cost as the open market value for existing use is not readily obtainable. The associated credit is included in the revaluation reserve. Building improvements made since incorporation are included in the balance sheet at cost.

Freehold buildings are depreciated on a straight line basis over their expected useful economic life to the College. The College has a policy of depreciating major adaptations to buildings over the period of their useful economic life.

- Freehold buildings Over periods of 36 to 65 years
- Leasehold buildings Over length of lease
- Building improvements 10 years

Freehold land is not depreciated as it is considered to have an infinite useful life.

BEDFORD COLLEGE CONSOLIDATED ACCOUNTS

(INCORPORATING BEDFORD COLLEGE SERVICES LTD AND BEDFORD COLLEGE PROFESSIONAL SERVICES LTD)

Notes to the Accounts (continued)

1 Accounting policies (continued)

Tangible fixed Assets (continued)

Where land and buildings are acquired with the aid of specific grants, they are capitalised and depreciated as above. The related grants are credited to a deferred capital grant account, and are released to the income and expenditure account over the expected useful economic life of the related asset on a basis consistent with the depreciation policy.

Finance costs, which are directly attributable to the construction of land and buildings, are not capitalised as part of the cost of those assets.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying amount of any fixed asset may not be recoverable.

On adoption of FRS 102, the College followed the transitional provision to retain the book value of land and buildings, which were revalued in 2015.

Subsequent expenditure on existing fixed assets

Where significant expenditure is incurred on tangible fixed assets it is charged to the income and expenditure account in the period it is incurred, unless it meets one of the following criteria, in which case it is capitalised and depreciated on the relevant basis:

Buildings owned by third parties

Where land and buildings are used, but the legal rights are held by a third party, for example a charitable trust, they are only capitalised if the College has rights or access to ongoing future economic benefit. These assets are then depreciated over their expected useful economic life.

Equipment

Equipment costing less than £1,000 per individual item is written off to the income and expenditure account in the period of acquisition. All other equipment is capitalised at cost. Equipment inherited from the local education authority is included in the balance sheet at valuation.

Inherited equipment has been depreciated on a straight-line basis over its remaining useful economic life to the College of between one and three years from incorporation and is now fully depreciated. All other equipment is depreciated over its useful economic life as follows:

- plant machinery and general equipment 10 years on a straight-line basis
- motor vehicles 5 years on a straight-line basis
- computer equipment 4 years on a straight-line basis
- fixtures and fittings 10 years on a straight-line basis

BEDFORD COLLEGE CONSOLIDATED ACCOUNTS

(INCORPORATING BEDFORD COLLEGE SERVICES LTD AND BEDFORD COLLEGE PROFESSIONAL SERVICES LTD)

Notes to the Accounts (continued)

1 Accounting policies (continued)

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Comprehensive Income and Expenditure.

Where equipment is acquired with the aid of specific grants, it is capitalised and depreciated in accordance with the above policy, with the related grant being credited to a deferred capital grant account and released to the income and expenditure account over the expected useful economic life of the related equipment.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Comprehensive Income and Expenditure.

Borrowing costs

Borrowing costs are recognised as expenditure in the period in which they are incurred.

Leased assets

Costs in respect of operating leases are charged on a straight-line basis over the lease term to the Statement of comprehensive Income and Expenditure. The college had no assets on finance leases as at July 2017.

Borrowing costs

Borrowing costs are recognised as expenditure in the period in which they are incurred.

Investments

Investments in subsidiaries are accounted for at cost less impairment in the individual financial statements.

Inventories

Inventories are stated at the lower of their cost and net realisable value. Where necessary, provision is made for obsolete, slow-moving and defective stocks.

BEDFORD COLLEGE CONSOLIDATED ACCOUNTS

(INCORPORATING BEDFORD COLLEGE SERVICES LTD AND BEDFORD COLLEGE PROFESSIONAL SERVICES LTD)

Notes to the Accounts (continued)

1 Accounting policies (continued)

Cash and cash equivalents

Cash includes cash in hand, deposits repayable on demand and overdrafts. Deposits are repayable on demand if they are in practice available within 24 hours without penalty.

Cash equivalents are short term, highly liquid investments that are readily convertible to known amounts of cash with insignificant risk of change in value. An investment qualifies as a cash equivalent when it has maturity of 3 months or less from the date of acquisition

Taxation

The College is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the College is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

The College is partially exempt in respect of Value Added Tax, so that it can only recover a minor element of VAT charged on its inputs. Irrecoverable VAT on inputs is included in the costs of such inputs and added to the cost of tangible fixed assets as appropriate, where the inputs themselves are tangible fixed assets by nature.

The College's subsidiary companies are subject to corporation tax and VAT in the same way as any commercial organisation.

Provisions

Provisions are recognised when the College has a present legal or constructive obligation as a result of a past event. It is probable that a transfer of economic benefit will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Agency arrangements

The College acts as an agent in the collection and payment of discretionary support funds. Related payments received from the funding bodies and subsequent disbursements to students are excluded from the Income and Expenditure account and are shown separately in Note 24, except for the 5 per cent of the grant received which is available to the College to cover administration costs relating to the grant.

BEDFORD COLLEGE CONSOLIDATED ACCOUNTS

(INCORPORATING BEDFORD COLLEGE SERVICES LTD AND BEDFORD COLLEGE PROFESSIONAL SERVICES LTD)

Notes to the Accounts (continued)

1 Accounting policies (continued)

Judgements in applying accounting policies and key sources of estimation uncertainty

In preparing these financial statements, management have made the following judgements:

- Determine whether leases entered into by the College either as a lessor or a lessee are operating or finance leases. These decisions depend on an assessment of whether the risks and rewards of ownership have been transferred from the lessor to the lessee on a lease by lease basis.
- Determine whether there are indicators of impairment of the group's tangible assets, including goodwill. Factors taken into consideration in reaching such a decision include the economic viability and expected future financial performance of the asset and where it is a component of a larger cash-generating unit, the viability and expected future performance of that unit.

Other key sources of estimation uncertainty

- *Tangible fixed assets*

Tangible fixed assets, other than investment properties, are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In re-assessing asset lives, factors such as technological innovation and maintenance programmes are taken into account. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values.

- *Local Government Pension Scheme*

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 19, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2016 has been used by the actuary in valuing the pensions liability at 31 July 2017. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

BEDFORD COLLEGE CONSOLIDATED ACCOUNTS

(INCORPORATING BEDFORD COLLEGE SERVICES LTD AND BEDFORD COLLEGE PROFESSIONAL SERVICES LTD)

Notes to the Accounts (continued)

2 Funding council grants

	Year ended 31 July 2017		Year ended 31 July 2016	
	Group £'000	College £'000	Group £'000	College £'000
Recurrent grants				
Education and Skills Funding Agency - adult	4,038	4,038	3,947	3,947
Education and Skills Funding Agency - 16-18	16,618	16,618	15,971	15,971
Education and Skills Funding Agency - Apprenticeships	4,848	4,848	4,549	4,549
Higher Education Funding Council	677	677	649	649
Specific Grants				
Skills Funding Agency	109	109	276	276
Releases of government capital grants	398	398	369	369
Total	26,688	26,688	25,761	25,761

3 Tuition fees and education contracts

	Year ended 31 July 2017		Year ended 31 July 2016	
	Group £'000	College £'000	Group £'000	College £'000
Adult education fees	2,131	2,131	2,324	2,324
Apprenticeship fees and contracts	171	171	-	-
Fees for FE loan supported courses	703	703	671	671
Fees for HE loan supported courses	3,535	3,535	2,970	2,970
Total tuition fees	6,540	6,540	5,965	5,965
Education contracts	1,063	1,063	1,281	1,281
Total	7,603	7,603	7,246	7,246

4 Other income

	Year ended 31 July 2017		Year ended 31 July 2016	
	Group £'000	College £'000	Group £'000	College £'000
Catering and residences	583	537	598	598
Other income generating activities	1,724	1,214	1,997	1,347
Total	2,307	1,751	2,595	1,945

BEDFORD COLLEGE CONSOLIDATED ACCOUNTS

(INCORPORATING BEDFORD COLLEGE SERVICES LTD AND BEDFORD COLLEGE PROFESSIONAL SERVICES LTD)

Notes to the Accounts (continued)

5 Investment income

	Year ended 31		Year ended 31	
	2017	July	2016	July
	Group	College	Group	College
	£'000	£'000	£'000	£'000
Other investment income	21	21	35	35
	21	21	35	35

6 Staff costs - Group

The average number of persons (including key management personnel) employed by the College during the year, described as full-time equivalents, was:

	2017	2016
	No.	No.
Teaching staff	390	414
Non teaching staff	185	182
	575	596

Staff costs for the above persons

	2017	2017
	£'000	£'000
Wages and salaries	17,274	16,934
Social security costs	1,458	1,254
Other pension costs	2,448	2,630
Payroll sub total	21,180	20,818
Contracted out staffing services	414	470
	21,594	21,288
Fundamental restructuring costs -		
contractual	0	0
non-contractual	0	0
	21,594	21,288

BEDFORD COLLEGE CONSOLIDATED ACCOUNTS

(INCORPORATING BEDFORD COLLEGE SERVICES LTD AND BEDFORD COLLEGE PROFESSIONAL SERVICES LTD)

Notes to the Accounts (continued)

6 Staff costs - College only

The average number of persons (including key management personnel) employed by the College during the year, described as full-time equivalents, was:

	2017 No.	2016 No.
Teaching staff	390	414
Non teaching staff	155	164
	<u>545</u>	<u>578</u>
Staff costs for the above persons		
	2017 £'000	2016 £'000
Wages and salaries	16,783	16,340
Social security costs	1,413	1,254
Other pension costs	2,448	2,630
	<u>20,644</u>	<u>20,224</u>
Contracted out staffing services	414	470
	<u>21,058</u>	<u>20,694</u>
Fundamental restructuring costs -		
contractual	-	-
non-contractual	-	-
	<u>21,058</u>	<u>20,694</u>

BEDFORD COLLEGE CONSOLIDATED ACCOUNTS

(INCORPORATING BEDFORD COLLEGE SERVICES LTD AND BEDFORD COLLEGE PROFESSIONAL SERVICES LTD)

Notes to the Accounts (continued)

6 Staff costs - Group and College

Key management personnel

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the College and are represented by the College Leadership Team which comprises the Principal, Vice Principals, and Directors of Finance, Student Services, Organisational Development and Sales and Marketing.

Emoluments of Key management personnel, Accounting Officer and other higher paid staff

	2017 No.	2016 No.
The number of key management personnel including the Accounting Officer was:	<u>8</u>	<u>8</u>

The number of key management personnel and other staff who received annual emoluments, excluding pension contributions and employer's national insurance but including benefits in kind, in the following ranges was:

	Key management personnel		Other staff	
	2017 No.	2016 No.	2017 No.	2016 No.
£10,001 to £20,000	1	0	0	0
£30,001 to £40,000	1	0	0	0
£60,001 to £70,000	1	5	3	5
£70,001 to £80,000	3	1	2	1
£80,001 to £90,000	1	1	-	-
£150,001 to £160,000	1	1	-	-
	<u>8</u>	<u>8</u>	<u>5</u>	<u>6</u>

Key management personnel emoluments are made up as follows:

	2017 £'000	2016 £'000
Salaries	581	630
Employers National Insurance	73	73
Benefits in kind	8	9
	<u>662</u>	<u>712</u>
Pension contributions	100	108
Total emoluments	<u>762</u>	<u>820</u>

The above emoluments include amounts payable to the Accounting Officer (who is also the highest paid officer) of:

	2017 £'000	2016 £'000
Salaries	153	150
Benefits in kind	7	8
	<u>160</u>	<u>158</u>
Pension contributions	<u>27</u>	<u>26</u>

BEDFORD COLLEGE CONSOLIDATED ACCOUNTS

(INCORPORATING BEDFORD COLLEGE SERVICES LTD AND BEDFORD COLLEGE PROFESSIONAL SERVICES LTD)

Notes to the Accounts (continued)

7 Other operating expenses

	Year ended 31 July		Year ended 31 July	
	2017	2017	2016	2016
	Group	College	Group	College
	£'000	£'000	£'000	£'000
Teaching costs	4,828	4,828	4,327	4,343
Non teaching costs	3,514	3,682	3,409	3,554
Premises costs	2,844	2,807	2,934	2,859
Total	11,186	11,317	10,670	10,756

Other operating expenses include:

	2016	2016
	£'000	£'000
Auditors' remuneration:		
Financial statements audit *	42	41
Internal audit **	33	25
Hire of assets under operating leases	364	536

The above group fees are paid by the College and no charges are made to the subsidiaries

8 Interest payable - Group and College

	Year ended 31 July		Year ended 31 July	
	2017	2017	2016	2016
	Group	College	Group	College
	£'000	£'000	£'000	£'000
On bank loans, overdrafts and other loans:	37	37	50	50
	37	37	50	50
Net interest on defined pension liability (note 19)	157	157	365	365
Total	194	194	415	415

9 Taxation - Group only

The College is an exempt Charity and is therefore broadly exempt from corporation tax on its activities.

10 Surplus on continuing operations during the period

The Surplus on continuing operations for the year is made up as follows:

	2017	2016
	£'000	£'000
College surplus for the period	1,230	907
Surplus generated by subsidiary undertakings	141	125
	1,371	1,032

BEDFORD COLLEGE CONSOLIDATED ACCOUNTS

(INCORPORATING BEDFORD COLLEGE SERVICES LTD AND BEDFORD COLLEGE PROFESSIONAL SERVICES LTD)

Notes to the Accounts (continued)

11 Intangible fixed assets (Group and College)

	Total
	£'000
Cost or valuation	
At 1 August 2016	1,155
Additions	11
Disposals	(855)
	<hr/>
At 31 July 2017	311
	<hr/>
Depreciation	
At 1 August 2016	818
Charge for the year	-
Elimination in respect of disposals	(684)
	<hr/>
At 31 July 2017	134
	<hr/>
Net book value at 31 July 2017	177
	<hr/> <hr/>
Net book value at 31 July 2016	337
	<hr/> <hr/>

12 Tangible fixed assets (Group)

	Land and buildings	Equipment	Total
	Freehold		
	£'000	£'000	£'000
Cost or valuation			
At 1 August 2016	52,469	7,494	59,963
Additions	2,714	773	3,487
Disposals	-	-	-
	<hr/>	<hr/>	<hr/>
At 31 July 2017	55,183	8,267	63,450
	<hr/>	<hr/>	<hr/>
Depreciation			
At 1 August 2016	11,234	5,104	16,338
Charge for the year	1,235	868	2,103
Elimination in respect of disposals	-	-	-
	<hr/>	<hr/>	<hr/>
At 31 July 2017	12,469	5,972	18,441
	<hr/>	<hr/>	<hr/>
Net book value at 31 July 2017	42,714	2,295	45,009
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Net book value at 31 July 2016	41,235	2,390	43,625
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

BEDFORD COLLEGE CONSOLIDATED ACCOUNTS

(INCORPORATING BEDFORD COLLEGE SERVICES LTD AND BEDFORD COLLEGE PROFESSIONAL SERVICES LTD)

Notes to the Accounts (continued)

12 Tangible fixed assets (College only)

	Land and buildings Freehold £'000	Equipment £'000	Total £'000
Cost or valuation			
At 1 August 2016	52,453	7,427	59,880
Additions	2,704	770	3,474
Disposals	-	-	-
At 31 July 2017	55,157	8,197	63,354
Depreciation			
At 1 August 2016	11,230	5,060	16,290
Charge for the year	1,235	858	2,093
Elimination in respect of disposals	-	-	-
At 31 July 2017	12,465	5,918	18,383
Net book value at 31 July 2017	42,692	2,279	44,971
Net book value at 31 July 2016	41,223	2,367	43,590

Land, buildings and equipment were inherited from the local authority on 1 April 1993. Inherited land was valued at open market value for 'college' use and buildings at depreciated cost, by a firm of independent chartered surveyors. Inherited equipment is now fully written off. If inherited land had not been valued they would have been included at nil value as no consideration was paid.

On adoption of FRS 102, the College followed the transitional provision to retain the book value of land and buildings as deemed cost but not to adopt a policy of revaluations of these properties in the future

On 21 April 2014 the College received a valuation on their Freehold Land, this was carried out by Lambert Smith Hampton using surveyors registered with the Royal Institution of Chartered Surveyors on a fair value existing use basis.

13 Non current Investments

The College owns 100 per cent of the shares of Bedford College Services Limited and Bedford College Professional Services Limited. Both companies are incorporated in England and Wales and were acquired at par value of £100.

The principal activity of Bedford College Services Limited is hospitality and leisure services, and the principal activity of Bedford College Professional Services is employment services.

BEDFORD COLLEGE CONSOLIDATED ACCOUNTS

(INCORPORATING BEDFORD COLLEGE SERVICES LTD AND BEDFORD COLLEGE PROFESSIONAL SERVICES LTD)

Notes to the Accounts (continued)

14 Trade and other receivables

	Group 2017 £'000	College 2017 £'000	Group 2016 £'000	College 2016 £'000
Amounts falling due within one year:				
Trade receivables	2,321	2,319	1,692	1,684
Other Debtors	34	26	155	98
Amounts owed by group undertakings:				
Subsidiary undertakings	-	-	-	78
Prepayments and accrued income	1,431	1,427	888	885
Total	<u>3,786</u>	<u>3,772</u>	<u>2,735</u>	<u>2,745</u>

15 Current investments

	Group 2017 £'000	College 2017 £'000	Group 2016 £'000	College 2016 £'000
Short term deposits	6,005	6,005	5,506	5,506
Total	<u>6,005</u>	<u>6,005</u>	<u>5,506</u>	<u>5,506</u>

Deposits are held with banks and building societies operating in the London market and licensed by the Financial Conduct Authority with more than three months maturity at the balance sheet date. The interest rates for these deposits are fixed for the duration of the deposit at time of placement.

16 Creditors: amounts falling due within one year

	Group 2017 £'000	College 2017 £'000	Group 2016 £'000	College 2016 £'000
Bank loans and overdrafts	645	645	614	614
Payments received in advance	782	782	782	782
Trade payables	1,537	1,523	983	980
Amounts owed to group undertakings:				
Subsidiary undertakings	-	96	-	-
Other taxation and social security	322	344	535	511
Accruals and deferred income	5,494	5,431	3,645	3,609
Other creditor	1,090	1,018	1,057	996
Deferred income - government capital grants	380	380	369	369
Total	<u>10,250</u>	<u>10,219</u>	<u>7,985</u>	<u>7,861</u>

BEDFORD COLLEGE CONSOLIDATED ACCOUNTS

(INCORPORATING BEDFORD COLLEGE SERVICES LTD AND BEDFORD COLLEGE PROFESSIONAL SERVICES LTD)

Notes to the Accounts (continued)

17 Creditors: amounts falling due after one year

	Group 2017 £'000	College 2017 £'000	Group 2016 £'000	College 2016 £'000
Bank loans	501	501	1,117	1,117
Deferred income - government capital grants	8,101	8,101	7,464	7,464
Total	<u>8,602</u>	<u>8,602</u>	<u>8,581</u>	<u>8,581</u>

18 Maturity of debt

(a) Loans are repayable as follows

Bank loans and overdrafts are repayable as follows:

	Group 2017 £'000	College 2017 £'000	Group 2016 £'000	College 2016 £'000
In one year or less	645	645	614	614
Between one and two years	496	496	1,112	1,112
Between two and five years	5	5	5	5
Total	<u>1,146</u>	<u>1,146</u>	<u>1,731</u>	<u>1,731</u>

A bank loan of £3m is repayable by instalments of £159k falling due between 3 June 2014 and 3 March 2019, interest is charged at the LIBOR plus 1.85%

The SALIX loan of £43k is repayable by instalments of £5k falling due between 1 April 2016 and 1 October 2019.

BEDFORD COLLEGE CONSOLIDATED ACCOUNTS

(INCORPORATING BEDFORD COLLEGE SERVICES LTD AND BEDFORD COLLEGE PROFESSIONAL SERVICES LTD)

Notes to the Accounts (continued)

19 Retirement benefits

The College's employees belong to two principal post-employment benefit plans: the Teachers' Pension Scheme England and Wales (TPS) for academic and related staff; and the Bedfordshire Local Government Pension Scheme (LGPS) for non-teaching staff, which is managed by Bedford Borough Council. Both are multi-employer defined-benefit plans.

Total pension cost for the year	2017	2016
	£'000	£'000
Teachers Pension Scheme: contributions paid	1,251	1,193
Local Government Pension Scheme:		
Contributions paid	1,074	1,170
FRS 102 (28) charge	123	267
Charge to the Statement of Comprehensive Income	1,197	1,437
Enhanced pension charge to Statement of Comprehensive Income	-	-
Total Pension Cost for Year	2,448	2,630

The pension costs are assessed in accordance with the advice of independent qualified actuaries. The latest formal actuarial valuation of the TPS was 31 March 2012 and of the LGPS 31 March 2016.

There were no outstanding or prepaid contributions at the end of the financial year. Contributions amounting to £150,000 were payable to the scheme at 31st July 2016 and were included in creditors.

Teachers' Pension Scheme

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pensions Regulations 2010, and, from 1 April 2014, by the Teachers' Pension Scheme Regulations 2014. These regulations apply to teachers in schools and other educational establishments, including academies, in England and Wales that are maintained by local authorities. In addition, teachers in many independent and voluntary-aided schools and teachers and lecturers in some establishments of further and higher education may be eligible for membership. Membership is automatic for full-time teachers and lecturers and, from 1 January 2007, automatic too for teachers and lecturers in parttime employment following appointment or a change of contract. Teachers and lecturers are able to opt out of the TPS.

The Teachers' Pension Budgeting and Valuation Account

Although members may be employed by various bodies, their retirement and other pension benefits are set by regulations made under the Superannuation Act 1972 and are paid by public funds provided by Parliament. TPS is an unfunded scheme and members contribute on a 'pay as you go' basis – these contributions, along with those made by employers, are credited to the Exchequer under arrangements governed by the above. Retirement and other pension benefits are paid by public funds provided by Parliament.

The Teachers' Pensions Regulations 2010 require an annual account, the Teachers' Pension Budgeting and Valuation Account, to be kept of receipts and expenditure (including the cost of pension increases). From 1 April 2001, the Account has been credited with a real rate of return, which is equivalent to assuming that the balance in the Account is invested in notional investments that produce that real rate of return.

BEDFORD COLLEGE CONSOLIDATED ACCOUNTS

(INCORPORATING BEDFORD COLLEGE SERVICES LTD AND BEDFORD COLLEGE PROFESSIONAL SERVICES LTD)

Notes to the Accounts (continued)

19 Retirement benefits (continued)

Valuation of the Teachers' Pension Scheme

The latest actuarial review of the TPS was carried out as at 31 March 2012 and in accordance with The Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014. The valuation report was published by the Department for Education (the Department) on 9 June 2014. The key results of the valuation are:

- New employer contribution rates were set at 16.48% of pensionable pay (including administration fees of 0.08%);
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £191,500 million, and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £176,600 million giving a notional past service deficit of £14,900 million;
- an employer cost cap of 10.9% of pensionable pay.
- the assumed real rate of return is 3.0% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.75%. The assumed nominal rate of return is 5.06%. The new employer contribution rate for the TPS was implemented in September 2015. The next valuation of the TPS is currently underway based on April 2016 data, whereupon the employer contribution rate is expected to be reassessed and will be payable from 1 April 2019.

A full copy of the valuation report and supporting documentation can be found on the Teachers' Pension Scheme website at the following location:

<https://www.teacherspensions.co.uk/news/employers/2014/06/publication-of-the-valuation-report.aspx>

Scheme Changes

Following the Hutton report in March 2011 and the subsequent consultations with trade unions and other representative bodies on reform of the TPS, the Department published a Proposed Final Agreement, setting out the design for a reformed TPS to be implemented from 1 April 2015.

The key provisions of the reformed scheme include: a pension based on career average earnings; an accrual rate of 1/57th; and a Normal Pension Age equal to State Pension Age, but with options to enable members to retire earlier or later than their Normal Pension Age. Importantly, pension benefits built up before 1 April 2015 will be fully protected.

In addition, the Proposed Final Agreement includes a Government commitment that those within 10 years of Normal Pension Age on 1 April 2012 will see no change to the age at which they can retire, and no decrease in the amount of pension they receive when they retire. There will also be further transitional protection, tapered over a three and a half year period, for people who would fall up to three and a half years outside of the 10 year protection.

Regulations giving effect to a reformed Teachers' Pension Scheme came into force on 1 April 2014 and the reformed scheme commenced on 1 April 2015.

The pension costs paid to TPS in the year amounted to £1,251,000 (2016: £1,193,000).

BEDFORD COLLEGE CONSOLIDATED ACCOUNTS

(INCORPORATING BEDFORD COLLEGE SERVICES LTD AND BEDFORD COLLEGE PROFESSIONAL SERVICES LTD)

Notes to the Accounts (continued)

19 Retirement benefits (continued)

FRS 102 (28)

Under the definitions set out in FRS 102 (28.11), the TPS is a multi-employer pension plan. The College is unable to identify its share of the underlying assets and liabilities of the plan. Accordingly, the College has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined-contribution plan. The College has set out above the information available on the plan and the implications for the College in terms of the anticipated contribution rates.

Local Government Pension Scheme

The LGPS is a funded defined-benefit plan, with the assets held in separate funds administered by Bedford Borough Council. The total contribution made for the year ended 31 July 2017 was £1,321,000, of which employer's contributions totalled £1,074,000 and employees' contributions totalled £293,000. The agreed contribution rates for future years are 16.9% for employers and range from 5.5% to 7.5% cent for employees, depending on salary.

Principal Actuarial Assumptions

The following information is based upon a full actuarial valuation of the fund at 31 March 2016 updated to 31 July 2017 by a qualified independent actuary

	At 31 July 2017	At 31 July 2016
Rate of increase in salaries	1.75%	1.75%
Future pensions increases	1.75%	1.75%
Discount rate for scheme liabilities	2.60%	2.60%
Inflation assumption (CPI)	1.75%	1.75%

The current mortality assumptions include sufficient allowance for future improvements in mortality rates. The assumed life expectations on retirement age 65 are:

	At 31 July 2017 years	At 31 July 2016 years
<i>Retiring today</i>		
Males	21.70	21.50
Females	23.90	23.70
<i>Retiring in 20 years</i>		
Males	22.60	22.80
Females	25.40	25.80

BEDFORD COLLEGE CONSOLIDATED ACCOUNTS

(INCORPORATING BEDFORD COLLEGE SERVICES LTD AND BEDFORD COLLEGE PROFESSIONAL SERVICES LTD)

Notes to the Accounts (continued)

19 Retirement benefits (continued)

Local Government Pension Scheme (continued)

The College's share of the assets in the plan at the balance sheet date and the expected return was:

	Fair Value at 31 July 2017	Fair Value at 31 July 2016
	£'000	£'000
Equities	15,612	18,094
Bonds	3,769	2,088
Property	2,423	2,320
Cash	5,114	696
Total fair value of assets	26,918	23,198
Actual return on plan assets	2,505	1,399

The amount included in the balance sheet in respect of the defined benefit pension plan and enhanced pensions benefits is as follows:

	2017 £'000	2016 £'000
Fair value of plan assets	26,918	23,198
Present value of plan liabilities	(33,590)	(29,188)
Net pensions (liability)/asset (Note 24)	(6,672)	(5,990)

Amounts recognised in the Statement of Comprehensive Income in respect of the plan are as follows:

	2017 £'000	2016 £'000
Amounts included in staff costs		
Current service cost	1,163	1,375
Past service cost	34	62
Total	1,197	1,437

Amounts included in interests and other finance costs

Net interest costs	157	365
	157	365

Amounts recognised in Other Comprehensive Income

Return on pension plan assets	2,505	1,399
Experience losses arising on defined benefit obligations	-	356
Changes in assumptions underlying the present value of plan liabilities	(2,907)	2,886
Amount recognised in Other Comprehensive Income	(402)	4,641

BEDFORD COLLEGE CONSOLIDATED ACCOUNTS

(INCORPORATING BEDFORD COLLEGE SERVICES LTD AND BEDFORD COLLEGE PROFESSIONAL SERVICES LTD)

Notes to the Accounts (continued)

19 Retirement benefits (continued)

Local Government Pension Scheme (continued)

Movement in net defined benefit (liability)/asset during the year

	2017 £'000	2016 £'000
Surplus/(deficit) in scheme at 1 August	(5,990)	(9,999)
Movement in year:		
Current service cost	(1,163)	(1,375)
Employer contributions	1,074	1,170
Past service cost	(34)	(62)
Net interest on the defined (liability)/asset	(157)	(365)
Actuarial gain or loss	(402)	4,641
	<hr/>	<hr/>
Net defined benefit (liability) at 31 July	<u>(6,672)</u>	<u>(5,990)</u>

Asset and Liability Reconciliation

	2017 £'000	2016 £'000
Changes in the present value of defined benefit obligations		
Defined benefit obligations at start of period	29,188	30,108
Current Service cost	1,163	1,375
Interest cost	768	1,106
Contributions by Scheme participants	298	333
Experience gains and losses on defined benefit obligations	-	-
Changes in financial assumptions	-	(569)
Changes in demographic assumptions	-	(2,317)
Other experience	-	(356)
	2,907	
Estimated benefits paid	(768)	(554)
Past Service cost	34	62
Curtailments and settlements	-	-
	<hr/>	<hr/>
Defined benefit obligations at end of period	<u>33,590</u>	<u>29,188</u>

Reconciliation of Assets

Fair value of plan assets at start of period	23,198	20,109
Interest on plan assets	611	741
Return on plan assets	2,505	1,399
Employer contributions	1,074	1,170
Contributions by Scheme participants	298	333
Estimated benefits paid	(768)	(554)
	<hr/>	<hr/>
Assets at end of period	<u>26,918</u>	<u>23,198</u>

BEDFORD COLLEGE CONSOLIDATED ACCOUNTS

(INCORPORATING BEDFORD COLLEGE SERVICES LTD AND BEDFORD COLLEGE PROFESSIONAL SERVICES LTD)

Notes to the Accounts (continued)

20 Capital commitments

	Group and College	
	2017	2016
	£'000	£'000
Commitments contracted for at 31 July 2017	<u>1,684</u>	<u>937</u>
Authorised but not contracted 31 July 2017	<u>5,113</u>	<u>2,927</u>

21 Lease Obligations

At 31 July the College had minimum lease payments under non-cancellable operating leases as follows:

	Group and College	
	2017	2016
	£'000	£'000
Future minimum lease payments due		
Land and buildings		
Not later than one year	207	329
Later than one year and not later than five years	599	1,281
later than five years	2,950	1,492
	<u>3,756</u>	<u>3,102</u>

22 Related party transactions

Owing to the nature of the College's operations and the composition of the board of governors being drawn from local public and private sector organisations, it is inevitable that transactions will take place with organisations in which a member of the board of governors may have an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the College's financial regulations and normal procurement procedures.

The total expenses paid to or on behalf of the Governors during the year was £1,492; 5 governors (2016: £2,796; 9 governors). This represents travel and subsistence expenses and other out of pocket expenses incurred in attending Governor meetings and charity events in their official capacity. No Governor has received any remuneration or waived payments from the College or its subsidiaries during the year (2016: None).

BEDFORD COLLEGE CONSOLIDATED ACCOUNTS

(INCORPORATING BEDFORD COLLEGE SERVICES LTD AND BEDFORD COLLEGE PROFESSIONAL SERVICES LTD)

Notes to the Accounts (continued)

23 Amounts disbursed as agent

Learner support funds

	2017 £'000	2016 £'000
Funding body grants – 16-19	268	477
Funding body grants – Adv Learning Loans	222	316
Funding body grants – 19+	272	-
Funding body grants – residential bursaries	29	29
Other Funding body grants	93	81
	<u>884</u>	<u>903</u>
Disbursed to students	(704)	(873)
Administration costs	(42)	(29)
	<u>138</u>	<u>1</u>

Funding body grants are available solely for students. In the majority of instances, the College only acts as a paying agent. In these circumstances, the grants and related disbursements are therefore excluded from the Statement of Comprehensive Income.

24 Provisions

	Group and College Defined benefit Obligations	Total
	£'000	£'000
At 1 August 2016	5,990	5,990
Additions in period	682	682
At 31 July 2017	<u>6,672</u>	<u>6,672</u>

Defined benefit obligations relate to the liabilities under the College's membership of the Local Government pension Scheme. Further details are given in Note 19.

25 Cash and cash equivalents

	At 1 August 2016 £'000	Cash flows £'000	Other changes £'000	At 31 July 2017 £'000
Cash and cash equivalents	2,389	1,139	-	3,528
Total	<u>2,389</u>	<u>1,139</u>	<u>-</u>	<u>3,528</u>

BEDFORD COLLEGE CONSOLIDATED ACCOUNTS

(INCORPORATING BEDFORD COLLEGE SERVICES LTD AND BEDFORD COLLEGE PROFESSIONAL SERVICES LTD)

Notes to the Accounts (continued)

26 Events after the reporting period

Merger with Tresham College for Higher and Further Education

The Area Review process was implemented by Central government following increasing concerns about the financial sustainability of FE Colleges and the worsening Ofsted outcomes across the country. The process was intended to create fewer, bigger and more resilient colleges to ensure educational and financial sustainability.

Bedford College participated in wave 5 of the area review, initiated in December 2016. Recommendations from the review included the need for Tresham College to find a merger partner and following a transparent process involving the FE Commissioner and SEMLEP it selected Bedford College.

With effect from 1 August 2017, in accordance with a legal transfer of undertakings; activities, assets and liabilities Tresham College for Further and Higher Education were transferred to Bedford College. The merged College will trade under the brand of the Bedford College Group.

Following the merger on 1 August 2017, the quantum of the overall loan debt of the College increased by £12.3m, through the debts inherited upon merger. The main commercial lender to the College Barclays consented to the merger under the terms of the existing loan arrangements and continues to support the merged College as key stakeholders.

The merger with Tresham College of Higher and Further Education is explained in more detail within the members report.